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- Three Imperatives to Becoming a HRO**
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- **Why Army Medicine Wants to be an HRO**

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- # Achieving High Reliability
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Building Blocks to Achieving High Reliability



 **What can High Reliability Organizations teach Health Care Organizations?** 

 **MEDCOM Self Assessment of HRO Components**
(just an example, not actual assessment) 

Reference Article: High-Reliability Health Care: Getting there from here
Mark R. Chassin and Jerod M. Loeb
The Milbank Quarterly, Vol. 91, No 3, 2013 (pp459-490)



Army Medicine Initiatives – Pathway to HRO



HRO Leadership Initiative:

Team and Organizational Development Directorate (TODD): *Organizational Development: An organization-wide, planned effort, managed from the top in order to increase organization effectiveness and health. These capabilities include:*

Change Management
Interpersonal Communication
Leader Development
Organizational Coaching
Organizational Development
Organizational Resilience
Self-Awareness
Service Excellence
Team Building

Leadership Development Army Medical Department Center and School (AMEDDC&S): The Center is where the Army Medical Department formulates its medical organization, tactics, doctrine, and equipment. The School is where the Army educates and trains all of its medical personnel.

-Leadership Challenge Workshop. Major objective is improving leadership through the "5 Practices of Exemplary Leadership." . This is being taught in the AMEDD Pre-Command Course (PCC), Entry Level Executive Nurse Course (ELENC), and Civilian Life Long Learning (CL3).

-Joint Medical Executive Skills Institute (JMESI). Provides for leaders to develop skills to enhance performance by developing knowledge and information to make the right decisions and plan the way forward.

HRO Patient Safety:

Patient Safety is a critical component of Patient Care and the AMEDD has a variety of programs and initiatives to ensure our beneficiaries receive utmost care within a safety focused environment.

Examples Patient Safety Initiatives:

- Monitor Clinical Practice Guidelines to provide evidence-based recommendations
- Over 500,000 staff TeamSTEPPS trained with over 2000 trainers
- Medication Reconciliation Programs
- Quarterly Education Requirements
- Infectious Control Programs
- Standardized processes to minimize Adverse Actions

HRO Quality Management:

1. All Army facilities are accredited by The Joint Commission. An external agency that conducts surveys on a triennial basis.
2. Army Medicine has been evaluating all of our facilities since 2012 to ensure that we align with the Army of the future, and that the services we provide support the population served.

Quality Measures:

- CPAD monitors HEDIS, ORYX, TJC reviewable events, and Potentially Compensable Events for each facility.
- Monitors data submitted by facilities who participate in NPIC, NHSN and NSQIP programs.
- This quality data is being incorporated into the service lines in support of transparency, sharing lessons learned and performance improvement and compared with national benchmarks.

Robust Process Improvement (RPI):

RPI/Lean Six Sigma (LSS) Infrastructure:

- MSC/RMCs have a Directorate of Strategy and Innovation (DSI) or equivalent office, which includes a LSS Deployment Director (DD)
- DSIs serve as advisors to leaders at all levels and are responsible for: governance of the LSS Program, strategic management, strategic planning, and knowledge management IAW Army and MEDCOM guidance.

RPI/LSS Capabilities:

- Dec 13 published the OTSG/EMDCOM LSS Program Guide
- As of 1 Jul 14, MEDCOM has trained 634 Green Belt (GB), 558 Black Belt (BB) and 34 Master Black Belts (MBB)
- MEDCOM certification rate is 26% for GB, 32% for BB, and 50% for MBB

Project Stats	Overall	Project category		
	Number	Safety	Quality	Access
Completed	502	22	43	40
In Progress	123	7	26	14
Proposed	97	4	16	12

- Of the 360 certified belts, 73 (20%) have completed more than one project. MEDCOM's LSS vision for FY14 and beyond is to develop a cadre of CPI experts who can routinely tackle MEDCOM enterprise level projects to achieve transformational results
- In Apr 14, DSM LSS Division launched a new initiative communicating the results of successful LSS Projects through an EXSUM and one-slide quad chart to HQs Process Owners, Consultants and Senior Leaders for visibility.